

NATIONAL CENTRE FOR DI>ERSITY

Milton Keynes College Group

*Report prepared by
Kam Urwin*



Leaders
in Diversity
Award

Assessment Summary

The assessment process enables the National Centre for Diversity Advisor to make a recommendation as to whether an organisation meets the requirements of the Leaders in Diversity Standard and has achieved the Award.

In order to gather sufficient evidence, the Advisor has drawn on information from the Diagnostic Surveys and the interviews with the organisation's staff, its leaders and other stakeholders.

Data

Type of data	Number of responses
Internal Stakeholders	173
External Stakeholders	6
Learners	22

Interventions

Type of Interventions	Number of responses
Individual interviews	7
Facilitated discussion groups	2 (13 people)

Methodology

Methods used to gather evidence to inform this assessment decision include:

- Review of FREDIE related documents
- Diagnostic survey results
- Individual interviews
- Facilitated group discussions
- Evidence against the Leaders in Diversity destinations
- Update meetings with the main leads Arv Kaushal and Annie Allen

Thank you to Arv Kaushal and Annie Allen who have been the main contacts within Milton Keynes College Group; both have been welcoming and very helpful to work with. Arv did a great job in coordinating all the assessment interviews, focus group discussions, and collating all the documentation requested.

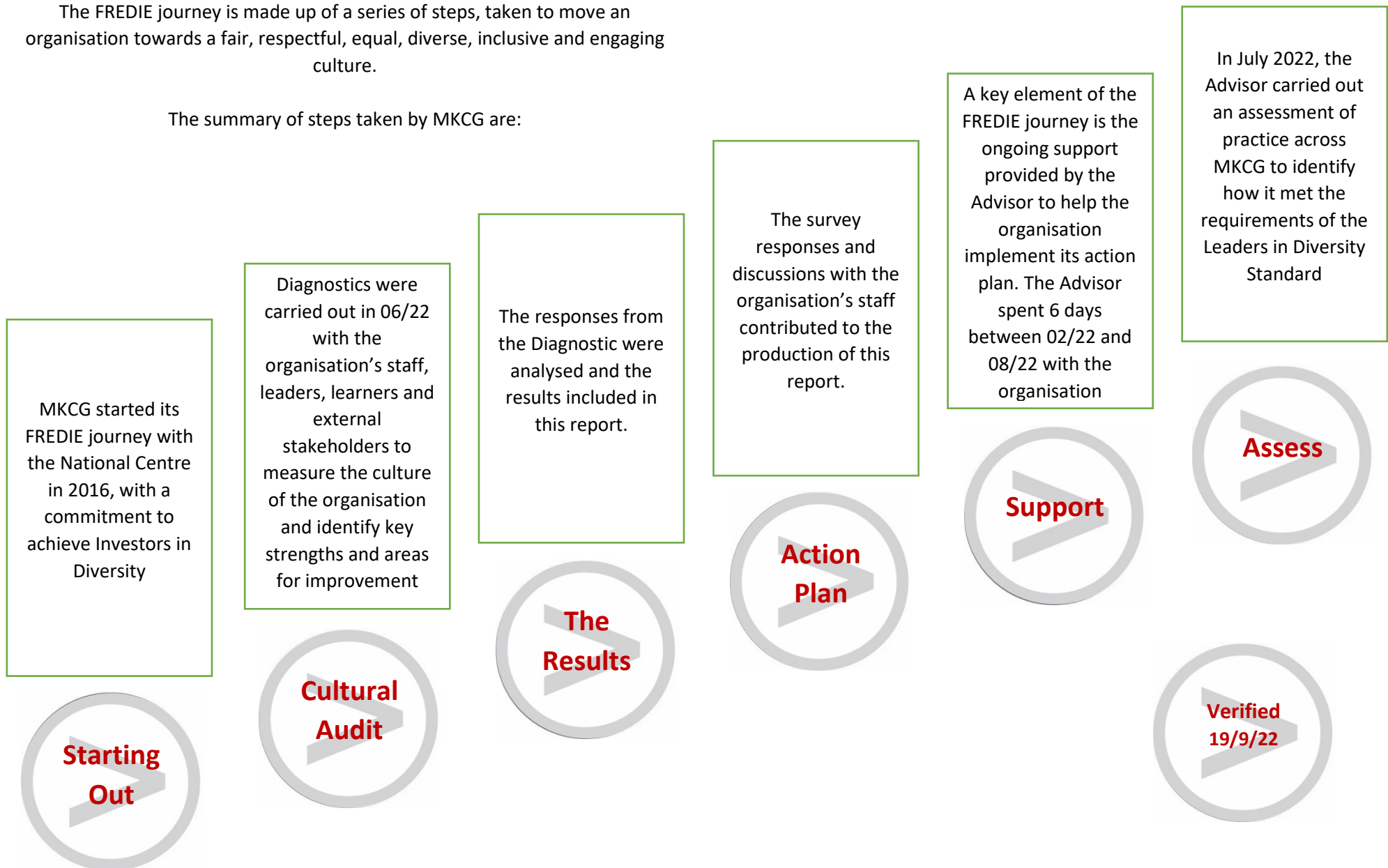
A mention also to CEO Julie Mills who made time to speak with me even though she was retiring before the end of this process.

Thank you to everyone who took part in the surveys and interviews for their openness and honest feedback.

The Milton Keynes College Group (MKCG) FREDIE Journey

The FREDIE journey is made up of a series of steps, taken to move an organisation towards a fair, respectful, equal, diverse, inclusive and engaging culture.

The summary of steps taken by MKCG are:



Executive Summary

Milton Keynes College Group (MKCG or the Group) has been established since 1982 and is based over two main campuses in Milton Keynes and Bletchley, with approximately over 1000 members of staff. The Group offers a broad variety of qualifications, including vocational courses, apprenticeships, higher education, professional certificates as well as employability skills and community training. It is unusual in that it is also a national provider of education services in prisons across the country. There are roughly 8,000 students at any one time studying across the College Group. The Group has a strategic leadership team of 27 individuals, which includes 5 executive leaders.

The Group completed Leaders in Diversity (LiD) in June 2018 for the first time and has since (much like most organisations) coped with the pandemic, changes in leadership and has also very positively recruited a lead Equality, Diversity and Inclusion Manager – Arv Kaushal. Due to the time gap since 2018 to 2022 – it was decided that this Leaders in Diversity reassessment process should be seen as a fresh start, with some reference to the previous assessment but mainly focusing in the changes that have resulted in several areas being refreshed more recently.

The Group started its recent LiD reassessment journey in February 2022. The process consisted of regular updates and planning meetings with the leads Arv Kaushal and Annie Allen, surveys to staff, leaders, students and external stakeholders, assessment interviews followed by the production of this report. The Group has

worked on its EDI action plan and notably undertaken a reflective approach to refocus FREDIE priorities. Encouragingly, the College Group is demonstrating a strategic and operational approach to strengthening FREDIE internally – while recognising there is more to do to move forward, and it is aware of some of the bigger challenges it faces as an organisation – particularly in relation to the provision on campus and in the prison services. This report highlights the positive practice areas described by staff and students and evidenced during the last 6 months alongside making recommendations where further work could be undertaken.

Recommendation

Milton Keynes College Group is developing a positive, collaborative and inclusive culture by working towards embedding FREDIE across its work areas. I recommend MKCG be awarded Leaders in Diversity Accreditation with the caveat that recommendations from this report and the action plan continue to be implemented and progress demonstrated at the next re-assessment stage.

Destination 1 - Your organisation is effective in advancing FREDIE

Summary of approach

MKCG Impact report 2022 states *“Driving equality, diversity, inclusion and fairness across our communities – it is vital for the Group to be representative of our local communities and understand the different ways today’s challenges affect people from different backgrounds.”* Outlining the MKCG commitment to understanding all aspects of EDI in MKCG and wider communities. MKCG values and strategic plan (Building Fairer Futures 2021-2026) sets out its external context, ambitions and aims – connecting EDI to its values and longer-term objectives for the organisation – this provides a positive foundation to ensure EDI is a part of everything it does daily.

MKCG’s website has a section on equality and diversity including relevant policies although MKCG is moving towards an approach of fewer policies and more meaningful collaboration, action and accountability. MKCG has achieved Level 2 Disability Confident (with a plan to review and aim for Level 3 at the next renewal stage) and is Ofsted rated Good.

There are established EDI Groups – Equality Strategic Review Group (ESRG), the Friends and Allies Network (FAN) and a variety of staff networks that are just starting out, including a men’s network, women’s network, disability network, cultural diversity network and LGBTQ network to raise awareness, increase understanding and provide a space for different people to engage. Some groups are more established than others, but all are fairly new and developing terms of reference and growing membership. The ESRG is a strategic

group to oversee the EDI action plan, owning and guiding activities rather than directly delivering themselves, the group is chaired by the CEO.

Training and development activities are provided to leaders and staff and further ILM EDI courses for leaders are taking place and more planned. Not having seen any premises, it can be noted the website is accessible and no comments were made about the college campus facilities or access by staff. However, two of the 13 students responding disagreed that buildings and facilities at the college were accessible to people of all protected characteristics. Connected to facilities access, there is a current review of the prayer room to ensure it is more suitable and accessible for students.

MKCG has introduced a new employee engagement system Peakon, which allows regular pulse surveys to understand staff challenges, concerns, areas for improvement and strengths. There are several positive activities taking place and it is difficult to choose which to mention here for example the EDI calendar contains artwork from students across MKCG and is being used by catering to plan meals.

Summary of Impact

- 92% of staff respondents – in the context of their workplace understand what protected characteristics means. 98.8-99.4% of staff respondents – in the context of their workplace, understand what fairness, respect, equality, diversity and inclusion mean.
- 96% of staff respondents – thought about how inclusive their behaviour is towards people of a different personality to their own
- 91% of staff respondents – indicated they have had diversity training in the last 2 years

Quotes

“Atrium coffee shop has gluten free options – it’s a small thing but very important to me.” Student interviews

“Large changes in leadership in the last few years means a lot more focus on EDI and it is at the forefront of everything we do now” Staff interviews

“I consider the organisation to be the best I have ever worked. All organisations can improve on FREDIE, enough is never going to be enough as it is always changing and expectations of ourselves as a

college should always be the highest. We have some things we could do a little better in some areas, but I still think we are a role model, and we are leading the change for so many that I think we do deserve to be awarded this.” Internal stakeholder survey

Recommendations

1. Communicate what FREDIE is to staff and learners and enable all staff (including leaders and managers) to discuss and define what FREDIE means to them – to increase awareness, understanding and engagement.
2. Communicate the role, work, and outcomes from the ESRG, FAN, staff networks and how to get involved more widely across MKCG to staff and students.
3. Continue providing effective training in FREDIE/EDI for all staff annually building on what has been established and reviewing its effectiveness – ensure unconscious bias is addressed.
4. Consider providing the training/information/support indicated by survey respondents – Neuro-equality, Unconscious Bias, Cultural Awareness, Promoting Good Mental Health at Work, Transgender and Gypsies & Travellers

Survey results by quartile

Question	Upper (%)		Median (%)			Lower (%)	
Q2. In the context of your workplace do you understand what the following means?							
• Protected characteristics		92.1					

• Fairness				98.8			
• Respect					98.8		
• Equality					99.4		
• Diversity					99.4		
• Inclusion				98.8			
• Engagement							89.6
Q3. Are you aware of any plans to improve Fairness, Respect, Equality, Diversity, Inclusion & Engagement (FREDIE) in your organisation?					46		
Q7. Have you ever thought about how inclusive your behaviour is towards people who have a different personality to your own?		96.3					
Q11. Have you had any diversity training in the last 2 years?		91.2					
Q13. If you answered yes to having diversity training in the last two years, do you feel that the training was useful & insightful?							72.9
Q14. Would you like more information, support and/or training on any of the following topics?	Unconscious Bias & Neuro-equality – 37-39%, Mental health/Promoting good MH at work & Gypsies/travellers & Cultural awareness & Transgender awareness – 24-28%						
Q24. Do you consider yourself to have any conscious biases against people because of any of the following? (Answer – None of the above)					91.4%		
Q25. If you ticked any of the boxes in the previous question, do you make a conscious effort to overcome these biases?						53.7	
Q50. Do you think that your organisation should be awarded the Investors in Diversity Award? (Answer – Yes – it is a role model for other organisations)					28.2		



Overall result for Destination 1 Partially Achieved

Destination 2 - Your culture makes people of any background feel safe, valued, and included

Summary of approach

MKCG overall has no urgent issues highlighted through the LiD accreditation process. However, there are clearly challenges in terms of behaviours, language and confidence to challenge referred to in the surveys and interviews generally.

Comments in the diagnostic surveys indicate pockets of inappropriate behaviour, bullying and harassment experienced and witnessed by some staff. It is not clear if it is within the College or prison services areas, much of it seems to have been dealt with appropriately and other issues seem to be continuing. Some comments indicate how issues were dealt with was clear, logical, and based on College values – which suggests positive practice when following up in some cases. There are comments indicating lack of confidence to report and raise any issues – which alongside all the comments need further exploration to identify improvements.

Encouragingly, a new strategy – Building Fairer Futures 2021-2026 has been developed which includes EDI and has been communicated across the College Group. A number of actions have been taken to embed EDI at strategic and operational levels, including appointing a link governor responsible for and engaged in EDI. Executive team members volunteering as sponsors for the five staff network groups through a reciprocal mentoring approach. Thought leadership articles contributed to by leaders and staff that have enabled discussions around our MKCG values, signing up to the Race at Work Charter in

February 2021 and a variety of relevant policies available publicly on the website.

Several staff and students in interviews described how their personal experience of working or studying at MKCG was positive, supportive and invaluable for some adult students who were there part-time while employed. Some staff were able to discuss some of the challenges while working in the prison services and how that sometimes means they do not always have the same access to technology, resources and feeling of belonging to the campus part of the College Group. However, there was recognition of support for colleagues and enthusiasm in their more local areas of prison services. MKCG is aware of this and working towards building more unity and a sense of oneness across the group.

Summary of Impact

- 9.4% of staff respondents – feel their line managers take FREDIE seriously in the way that they behave. 87.5% of staff respondents – feel their colleagues take FREDIE seriously in the way that they behave.
- 96.3% of staff respondents – have thought about how inclusive their behaviour is towards people who have a different personality to their own
- 96.2% of staff respondents – indicated their line managers are accepting of people from diverse backgrounds

Quotes

- “I feel that working for this organisation I'm treated fairly and also my colleagues.” Internal stakeholder survey
- “As a Muslim girl everyone from the staff and students was respectful.” Learner survey

Recommendations

1. Explore why some individuals feel they have been treated unfavourably, bullied, or harassed and witnessed inappropriate behaviour in the last 12 months – examine the comments in the surveys and take appropriate actions to decrease these numbers.

2. Highlight regularly what support is in place to help staff and managers deal with any inappropriate or challenging incidents fairly and effectively in the moment.
3. Highlight informal and formal measures to prevent and deal with bullying/harassment and discrimination to all staff and students regularly.
4. Consider how the MKCG and senior leaders can ensure all staff feel part of a culture that is fair, inclusive, consistent and communicate these messages and actions in a variety of ways to all parts of MKCG.

Survey results by quartile

	Question	Upper (%)		Median (%)			Lower (%)	
Q5. Which of the following people in your organisation do you feel take FREDIE seriously in the way that they behave?	• My colleagues			87.5				
	• My line manager		89.4					
	• Senior managers				75			
Q6. Do you think that the following people are accepting of people from diverse backgrounds?	• My colleagues				94.4			
	• My line manager			96.2				
	• Senior managers					79.8		
Q7. Have you ever thought about how inclusive your behaviour is towards people who have a different personality to your own? (Response of Yes)			96.3					
Q8. Do you believe that you have been treated less favourably at work? (Response of No)						78		
Q9. If you have been treated less favourably, do you feel that it was because of one or more of the following protected characteristics.		Sex-48%, Age-40%, Race-32%, Disability-24%						
Q10. If you have been treated less favourably on the grounds of a protected characteristic, how was it dealt with.	• Ignored by you				24			
	• Dealt with by you				12			
	• Ignored by people in authority					28		

	<ul style="list-style-type: none"> Dealt with well by people in authority 			4				
	<ul style="list-style-type: none"> Dealt with poorly by people in authority 					16		
	<ul style="list-style-type: none"> Other (please specify) 		16					
Q17. Have you witnessed any of the following between staff within your organisation, in the last 12 months?	<ul style="list-style-type: none"> Inappropriate behaviour 			18.2				
	<ul style="list-style-type: none"> Unlawful discrimination 				4.9			
	<ul style="list-style-type: none"> Bullying and / or harassment 					17.2		
Q18. If yes to Q17, was it handled satisfactorily?	<ul style="list-style-type: none"> Inappropriate behaviour 			82.3				
	<ul style="list-style-type: none"> Unlawful discrimination 					86.9		
	<ul style="list-style-type: none"> Bullying and / or harassment 					79.8		
Q19. Have you been bullied or harassed at work in the last 12 months?				6.7				
Q20. If you have been bullied/harassed at work in the last 12 months, was it on the grounds of:		Other-60%, Disability-30%, Race & Age – 10%						
Q21. How would you rate your organisation at the following:	<ul style="list-style-type: none"> Preventing unlawful discrimination 					77.9		
	<ul style="list-style-type: none"> Dealing with unlawful discrimination 				72.5			
	<ul style="list-style-type: none"> Preventing bullying and harassment 				72.5			
	<ul style="list-style-type: none"> Dealing with bullying and harassment 				68.5			
Q29. Is your manager competent in managing practices around FREDIE?						88.7		
Q31. Are you aware of FREDIE policies and are you clear about the responsibilities that they place on you?						72.6		
Q32. Do you feel that people in your organisation work in accordance with FREDIE policies and procedures?				86.5				
Q33. Do you think that your organisation could do more to be more inclusive of...								
<ul style="list-style-type: none"> I think we are inclusive of all people whatever their backgrounds 						69.6		
Q39. Do you feel that any of the statements below could apply to you at work or your organisation?	<ul style="list-style-type: none"> My face doesn't fit 					12.3		
	<ul style="list-style-type: none"> It's not what you know it's who you know 					23.2		
	<ul style="list-style-type: none"> Managers have their favourites 			27.5				
	<ul style="list-style-type: none"> None of the above 			65.9				
Q40. Do you feel valued and respected by any of the following people at work?	<ul style="list-style-type: none"> Your colleagues 				92.9			
	<ul style="list-style-type: none"> Your manager 					85.8		

	• Senior Managers				54.6		
	• Others in the organisation				59.6		
	• None of the above				2.1		
Q41. Do you feel included by any of the following people at work?	• Your colleagues				93.6		
	• Your manager				82.9		
	• Senior Managers				47.9		
	• Others in the organisation				54.3		
	• None of the above		1.4				
Q42. Which of the following people do you trust at work?	• Your colleagues			86.4			
	• Your manager				75.7		
	• Senior Managers				41.4		
	• Others in the organisation				39.3		
	• None of the above				4.3		



Overall result for Destination 2 Partially Achieved

Destination 3 – FREDIE is core to your organisation’s strategy or business plan

Summary of approach

MKCG has made positive strides to ensuring FREDIE is core to its strategy and operational plans. Several strategic plans in place or recently developed now include FREDIE or elements of it. One of the six strategic goals in the Building Fairer Futures Strategy is to “Promote and live equality, fairness, diversity and inclusion” The 5-year strategy was launched in July 2021, which strengthens on elements of FREDIE. Work is underway to raise awareness of the strategy in the Group, what it means across the different functions and build a shared understanding of the outcomes expected. The Group has produced an Impact report in 2021 and 2022 with EDI included in the scorecard. It will now be an annual report showcasing the work that is being done, any gaps that are discovered, and future action plans.

The Equality Strategy Action Plan (ESAP) is a live document to replace the Single Equality Scheme. It aims to capture, monitor, review, and share EDI work that is happening across the group and was launched in January 2022. Race At Work Charter signatory – MKCG became only the fourth college in England to become a signatory to 7 commitments as outlined by Business in the Community’s Race at Work Charter.

EDI is also being embedded into the College Group risk management processes and Equality Impact Assessments are being piloted currently.

During interviews staff also talked about how data is important and key for the Group to gather, understand and use to understand its workforce and learners better – to inform more inclusive decision making. The workforce data and learner data is summarised and shared with all key staff in a variety of methods including – formal reports to the board, Impact Reports for publication, Pay Gap reports and dissemination through team meetings.

Peakon is an employee engagement system that was rolled out to all senior managers and middle managers in the last 6 months. This enables staff to communicate anonymously on a regular basis on their experiences relating to core business, as well as specific situations e.g., Covid response. The regular pulse surveys data better informs leaders when making decisions.

Summary of Impact

75% of learner respondents indicated the MKCG should be awarded the LiD Standard.

54% of learner respondents indicated yes/yes, I think so – equality and diversity are discussed in their lessons.

Quotes

“Senior leaders and prison showed up to support an uncomfortable event I put on and shared learning on LinkedIn after – this is what I wanted for them to show up and do something afterwards” Staff interviews

“MKCG are trying to walk the talk. They are trying to create a more inclusive culture. They mean it and live it” Staff interviews

Recommendations

1. Continue supporting managers and tutors to highlight and provide opportunities for staff and students to get involved with FREDIE related activities daily
2. Senior leaders to continue to regularly communicate their commitment to and benefits of FREDIE – linking to wider strategic objectives and plans (as in Destination 2)

Survey results by quartile

Question	Upper		Median			Lower	
Q26. Do you agree that it is important to consider Fairness, Respect, Equality, Diversity, Inclusion and Engagement (FREDIE) when your organisation starts any type of planning?					98.6		
Q27. Do you feel that your organisation encourages you to consider FREDIE in your daily routine?			84.3				
Q28. Are you able to explain why good FREDIE practices contribute to better organisational business performance?					88.3		



Overall result for Destination 3 Achieved

Destination 4 - Good mental health and well-being are regarded as important in your

Summary of approach

There is a range of mental health and well-being initiatives and services in place at MKCG, along with an increased amount of communication about it and plans for further work in the future. There are family friendly flexible working guides and mental health and well-being initiatives in place as a foundation to support the well-being of staff and students. The Learning and Development Strategy includes a well-being strand, and the EDI calendar of events and awareness days helps planning, celebrating and learning; this is being used by different personnel.

Staff talked in interviews about the Employee Assistance Programme, flexible working opportunities, and opportunities to work from home during the pandemic, which helped some staff in the prison services to particularly, feel more a part of MKCG than they ever had before.

There are at least 14 trained mental health first aiders at the Group and wellbeing check ins from managers with their staff are encouraged and taking place. Other support in place includes the wellbeing hub for staff to access information and support, 'Speak Out' to help those who need it. The Friends and Allies network has focused on building resilience in students earlier this year and a specific wellbeing network established at MKCG. Interviews with HR staff indicated that a range of support has been provided for staff since the pandemic and more is being planned to include a wellbeing module in leadership and management training and other events.

Although only 47.6% of staff respondents advised they had received mental health training – of these 81.2% thought they were better able to support colleagues that may be having mental health problems. 28% of staff indicated they would like more training or support with promoting good mental health at work.

Students get useful support if they are going through a tough time; they can access free online support with Togetherall. It provides a safe space online to get things off their chest, explore feelings, get creative and learn how to self-manage personal mental health and wellbeing with support of trained professionals.

Students also commented on the specific support they had been provided by tutors – checking in with them and allowing extra time where needed and possible, being encouraging and generally feeling supported well by their tutors and wellbeing staff.

Summary of Impact

26% of staff respondents indicated they have / have had a longstanding physical or mental health condition or disability.

46% (6 of 13) learner respondents indicated – the buildings & facilities of the college are accessible to people whatever their background, age, disability, ethnicity or religion. (Examples might include wheelchair access, a prayer room, information available in different languages etc.)

Quotes

“My line manager is aware, and I can talk to them about it, they are supportive.” Internal stakeholder survey

“Support received from colleagues and managers.” Internal stakeholder survey

“My organisation supports me with the employee support programme and also being flexible with my work hours.” Internal stakeholder survey

“I have anxiety which is unsupported by my manager” Internal stakeholder survey

Recommendations

1. Continue providing more mental health and well-being training for managers and all staff. Gather regular feedback to monitor impact of the training.
2. Continue promoting good practices, reasonable adjustments possible, events and services to manage mental health and well-being positively for all.

Survey results by quartile

Question	Upper		Median		Lower	
Q15. Have you had any training in promoting good mental health at work?			46.7			
Q16. If answered yes to previous question, do you think you have a better grasp of:						
• Management of your own mental health				76.8		
• Being able to support colleagues that may be having mental health problems.			81.2			
• Other (please specify)			10.1			



Overall result for Destination 4 Achieved

Destination 5 - Effective operational and line management of FREDIE

Summary of approach

Most staff (88.7%) surveyed responded that their manager was competent in managing practices around FREDIE demonstrating understanding of FREDIE at manager level.

Slightly more staff (93.8%) responded that they knew what Unconscious Bias was. Positively, where staff indicated honestly and with some self-awareness they had conscious biases – 95.8% indicated they tried to manage these biases.

Staff spoke of how useful the changes in leadership have resulted in much more focus on EDI, valuing staff and “walking the talk” rather than previous more “old fashioned views” as one staff member described. Clearly there has been a lot of investment into the leadership and management development which can be expanded to all managers and team leaders in the future.

In the surveys, the majority of staff respondents indicated they felt their line managers took FREDIE seriously (89.4%) and even larger numbers felt they were accepting of individuals from diverse backgrounds (96.2%). During interviews staff advised they felt listened to by managers and leaders but there was further communication needed to widen this positive impact across MKCG.

The strategic leadership team have had Allyship training, there is a programme called Transform available for emerging or existing leaders, mentoring is a part of the staff networks, regular appraisals and personal development planning takes place, regular wellbeing

check ins and the Peakon system provides useful data to help managers plan for emerging concerns from staff.

The strategic leadership level has many opportunities to develop, collaborate and work together – this development is planned for the next tier of leaders and could be expanded further in the future to enable all managers and team leader level staff to support, develop and treat their staff and colleagues equally.

MKCG as noted previously is Disability Confident Employer status (Level 2) and will seek to explore becoming level 3 accredited next time, particularly in relation to some of the comments in the surveys where staff would like more understanding and support for certain conditions.

Summary of Impact

- 96.2% of staff respondents think their manager is accepting of people from diverse backgrounds
- 89.4% of staff respondents feel their manager takes FREDIE seriously in the way that they behave
- 88.7% of staff respondents indicated their manager is competent in managing practices around FREDIE
- 85.8% of staff respondents feel valued and respected by their manager
- 82.9% of staff respondents feel included by their manager
- 75.7% of staff respondents trust their manager

Quotes

“Working in a diverse environment I feel all my colleagues, line manager and senior management take this topic seriously.” Internal stakeholder survey

“Things are changing, we now have regular line management meetings - 6 weekly cycle. We talk about, starters, leavers, sickness, absence, peacon scores and have developed a template for meetings with line manager amongst other things. We set objectives for the team and ask managers how are you improving diversity in your team? it’s about culture add, not fit.” Staff interviews

Survey results by quartile

Question		Upper		Median		Lower	
Q4. Has your team or department discussed the advantages of having diversity within your organisation?					62.9		
Q5. Which of the following people in your organisation do you feel take FREDIE seriously in the way that they behave?	• My line manager		89.4				
Q6. Do you think that the following people are accepting of people from diverse backgrounds? (Response of Yes)	• My line manager			96.2			
Q22. Do you know what Unconscious Bias is?			93.8				
Q23. Having read the definition above, do you believe that you have unconscious biases?					53.7		
Q29. Has your manager made it clear that they are committed to improving practices around FREDIE? (Response of Yes)					65.8		
Q30. Is your manager competent in managing practices around FREDIE?				88.7			
Q40. Do you feel valued and respected by any of the following people at work?	• Your manager				85.8		
	• Senior Managers				54.6		
Q41. Do you feel included by any of the following people at work?	• Your manager				82.9		
	• Senior Managers				47.9		

Recommendations

1. Ensure all managers and team leaders develop their understanding and competence in FREDIE
2. Ensure all leaders and managers regularly communicate their commitment and take actions to embed FREDIE in their areas of work.
3. Ensure managers listen to staff, gather feedback, promote positive practices and celebrate diversity in their teams and responsibilities.

Q42. Which of the following people do you trust at work?	• Your manager				75.7			
	• Senior Managers					41.4		



Overall result for Destination 5 Achieved

Destination 6 - You are able to demonstrate that your selection and recruitment practices are fair and seek to address under-representation of people with different protected characteristics in your workforce at all levels

Summary of approach

MKCG is taking a data and information-based approach to understand the make-up of its local communities, students, national picture, and its own staff data to see if it is representative of the students and communities it works with. It is aiming to be inclusive, more equal, representative, and diverse at different levels within the organisation and work more collaboratively across teams rather than hierarchically.

The Group has focused on recruiting skilled and diverse governors and involving them in some of the EDI work. The strategic leadership team, which has expanded from about 8 to 27 individuals, was described as “mainly white males 3 years ago” – it is now much larger, more inclusive, and approximately 66% female. There are challenges around the spread of gender throughout the different levels within the organisation and similarly for ethnicity. The pay gap reports show that figures do not look too negative. However, if you dig deeper and workout where people are on the hierarchy, the picture isn't quite so positive – this is part of why work on representation, therefore recruitment, selection, promotion, remuneration and reward continue. MKCG has made some useful progress in this area and has plans to continue using its data to make more inclusive decisions in the future.

The recruitment team is improving practice and processes by for example the group becoming a signatory to Ban The Box which calls on all UK employers to give people with criminal convictions a fair chance to compete for jobs by removing the tick box from application forms that ask about criminal convictions. This is important for two reasons for MKCG; *“one being we are advocates through our Prison Service education provision of improving life chances for those in custody (where people with disability, mental health conditions and from different ethnic backgrounds are disproportionately represented) and two being to increase the pool of talent to include everyone where possible”*.

Summary of Impact

77.5% of staff feel that they have an equal opportunity to succeed in MKCG (Lower quartile of benchmarking)

69.5% of staff respondents feel that there is fairness for all within MKCG (Lower quartile of benchmarking)

Quotes

“The biggest issue for me is the gender pay gap. V disappointing that it’s not yet sorted.” Internal stakeholder survey

“We had incremental increases at our previous employer but not at MKCG – need to look at how to level this up.” Staff interview

Recommendations

1. Continue embedding and expanding inclusive recruitment practices – to attract, retain and develop diverse talent

2. Continue monitoring EDI data for staff – look at how diversity in managers and leaders can be increased and identify and address any barriers to progression for any groups of people
3. Ensure work being carried out in this area is communicated and transparent to staff more widely
4. Investigate comments in the liD internal stakeholder survey to understand what staff need, want, have experienced and take actions where required

Survey results by quartile

Question	Upper		Median			Lower	
Q6. Do you think that the following people are accepting of people from diverse backgrounds?							
• My colleagues				94.4			
• My line manager			96.2				
• Senior managers					79.8		
• Others in the organisation					68		
Q35. Do you feel that you have an equal opportunity to succeed within your organisation?					77.5		
Q37. Do you feel that there is fairness for all within your organisation?					69.5		



Overall result for Destination 6 Partially Achieved

Destination 7 - Retention, reward and progression processes are fair and where required, you are working towards eliminating any unfair pay gaps

Summary of approach

MKCG has stated early in the LiD process that one of its biggest challenges and areas for concern for staff is salaries. Its new system Peakon and history provided evidence that salary reviews are inconsistent and it's opaque as to how decisions are made. Affordability is an issue and, while there is not necessarily more money in the organisation, there is recognition that the salary review process could be improved.

In 2020/21 a more structured method to ensure consistency during salary reviews was introduced. Once each round of salary reviews has been submitted, a panel consisting of senior leaders from across the Group considers each request to agree a decision. The process includes discussions around several areas with initial guiding principles drafted as a result and these are now being tested. All requests and decisions are being recorded through trackers, which include details around previous pay awards, proposed increase, average rates for each role, position within pay bands, market averages, and budget information. There is clearly a lot of work going on to review and improve the salary review process.

Alongside the salary review, there is a remuneration Project taking place. Over the past 3 years, MKCG has engaged in a project to rehaul the way it rewards its employees. There are many aspects that are being remodelled and this included a collaboration with an external

agency to ensure objectivity. All these aspects have been drafted into a set of principles, which is the framework that has been proposed to the unions to challenge and agree.

Gender and Ethnicity Pay Gap reporting and action plans are in place. The first joint report was published in March 2022 for the period 2020-21. This report included pay data and importantly the actions that are being implemented by the Group.

Further work is planned to introduce Equality Impact Assessment of pay review decisions, clearer communication about how the salary review process operates and how decisions are made. Once the remuneration project has been agreed, it will be shared with all employees to ensure transparency. MKCG is taking steps to increase diversity at all levels, address pay disparities fairly and consistently and providing training where needed along the way.

Quotes

"The biggest issue for me is the gender pay gap. V disappointing that it's not yet sorted." Internal stakeholder survey

"MKCG are looking at how to get more women and people from diverse backgrounds into more senior roles now, much more than before" Staff interviews

Recommendations

1. Continue unconscious bias & FREDIE training for those involved in recruitment, selection, promotion, reward & remuneration processes.
2. Continue with the work and actions identified to reduce any pay gaps and increase diversity at all levels.
3. Undertake consultations/staff surveys to better understand how remuneration, reward, recognition, promotion, recruitment, and training & development responses can be further improved and communicate what work is being undertaken to address these areas.
4. Continue to monitor recruitment, promotion, remuneration and training opportunities by all protected characteristics to identify any actions needed.

Survey results by quartile

Question	Upper		Median			Lower	
Q24. Do you consider yourself to have any conscious biases against people because of any of the following?	Race & Religion or Belief/Non-Belief & Other – 3.1% None of the above – 91.4%						
Q35. Do you feel that you have an equal opportunity to succeed within your organisation?					77.5		
Q38. Do you feel that there is fairness within your organisation in terms of:							
Recruitment					85.7		
Training and development					84.3		
Promotion					68.6		
Recognition					67.4		
Reward					62.1		
Remuneration							



Overall result for Destination 7 Achieved

Destination 8 - You are using your performance management systems to improve inclusion, engagement, and productivity

Summary of approach

Systems and processes are changing to include more regular conversations, plans and opportunities to include values, FREDIE related areas in performance management overall.

Currently there is a HR system (HRIS) in which check in functionality has been added so that employees and their line managers can set up, engage in and note regular one-to-one meetings. The facility allows scheduling, action setting, tracking and setting team objectives. The focus is hoped to be on the conversations and not on any arduous recording of details. A user guide has been developed to help staff to engage with the process.

However, through discussions with staff it was evident that some people are not completely aware or familiar with “Check-ins”. Others did comment on how valuable regular one-to-ones are and how they are much more useful in the way they are now conducted compared to the past. The Buddy PDP system was mentioned, alongside regular discussions on progress, objectives and KPI’s by managers.

There is further training planned for Managers on using Check-In's and recording Objectives. FREDIE could also be usefully included within Check-In's to share learning, raise questions, concerns and develop understanding and any specific objectives for staff.

Summary of Impact

Overall, percentages of staff respondents indicating FREDIE was included in their appraisal process, and their teams discussed FREDIE and its benefits – were quite low compared to other organisations – sitting towards the bottom of the median quartile. Improving the numbers of survey participants and encouraging FREDIE related discussions and objectives/actions regularly would help improve this in the future.

Quotes

“We don’t have a formal process, but EDI comes up as a key element of talking about a project. E.g., talk about how to support disability in a team.” Staff interview

“One-to-one now about values previously felt like doing it for the sake of doing it but now it’s much more honest in the way they are done. We also have the Buddy personal development tool, for progress, objectives and KPI's - all the values sit within it.” Staff interviews

Recommendations

1. Continue to build FREDIE into performance management, appraisal processes and continue to support managers to conduct and participate in them effectively.

2. Ensure FREDIE is included in team meetings/briefings/updates and one-to-ones to ensure there are regular opportunities to discuss, raise

questions/concerns, get updates, embed/share any learning and celebrate and promote diversity.

Survey results by quartile

Question	Upper		Median			Lower	
Q4. Has your team or department discussed the advantages of having diversity within your organisation?					62.9		
Q36. Do your performance review or appraisal objectives relate to Fairness, Respect, Equality, Diversity, Inclusion and Engagement (FREDIE)?					59.7		



Overall result for Destination 8 Partially Achieved

Destination 9 - Your organisation has fair and inclusive procurement practices

Summary of approach

MKCG, like many organisations, is trying to improve its procurement processes and ensure it is more inclusive. There were several initiatives shared during the assessment that are in place – outlined below and plans to continue improving.

MKCG has an internal audit process that demonstrates its adherence to inclusive procurement practices, which is carried out by Elucidate. The South-Central Institute of Technology project was launched in 2020. The project involved FREDIE in all aspects of its planning and implementation – inclusive architects, E&D working groups with external partners such as Microsoft, Santander, and Network Rail. The aim of the Institute of Technology agenda is to create a learning experience that is inclusive and tackles some of the underrepresentation within the tech sector.

Tenet provides its outsourced procurement process. The standard terms and conditions utilised adhere to inclusive procurement practices Governance in the Capital Projects (CPMG) and Property Development Monitoring Group (PDMG) ensure procurement adheres to inclusive procurement practices and has approved the Inclusive by Design principles.

Other work MKCG is involved in is updating its financial regulations to make its inclusivity more prominent, ongoing

development of the CRM platform MS Dynamics continues to evolve to also ensure adherence to inclusive practices and document completed checks in relation to modern day slavery, and an updated Value for Money policy.

Further work is planned to create guiding principles around procurement to support consistency and embedding inclusive practices.

Summary of Impact

With only six survey respondents for external stakeholders, it is challenging to understand the impact of any FREDIE related actions in the procurement and external facing environment. However, a continued focus on ensuring partners, suppliers, contractors and other stakeholders are committed to MKCG's strategy and EDI work, regular communication with external stakeholders, collating feedback, encouraging codes of conduct or the equivalent and engaging in meaningful reviews of EDI within all their work, contracts and interaction will help towards the Groups objective *to develop meaningful partnerships to grow influence and create opportunities*.

Recommendations

1. Continue setting a positive example by leading in FREDIE with external stakeholders, share your vision and practice with others who are further behind in their journey with FREDIE.
2. Ensure FREDIE is part of any tendering, reviewing and procurement processes. Offer FREDIE resources and

related training to external stakeholders, suppliers and contractors (where appropriate) to build their capacity and competence in this area – demonstrating MKCG’s external leadership in this area.

Survey results by quartile

Question	Upper		Median			Lower	
	Q37. Do you feel that there is fairness for all within your organisation?			69.5			
Q26. Do you agree that it is important to consider Fairness, Respect, Equality, Diversity, Inclusion and Engagement (FREDIE) when your organisation starts any type of planning?					98.6		
Q28. Are you able to explain why good FREDIE practices contribute to better organisational business performance?					88.3		



Overall result for Destination 9 Achieved

Destination 10 - Effective communications

Summary of approach

Communication is an area that has been both worked on diligently in the last 2-3 years but also an area that is challenging and needs continued work and improvement due to the size, nature and spread of MKCG.

There are some powerful examples of communication in the last 12-18 months, which have been shared as part of the LiD process including webinars, posters of the groups values, articles authored by the CEO and the EDI Manager, reports written for the governors, staff and group as a whole – showcasing the latest data captured, feedback, challenges, vision and strategic aims as well as targets, actions and plans to continue delivering towards *promote and live fairness, equality, diversity and inclusion*.

Other examples of communication include internal channels such as Yammer and Yammer groups, MyMK App, Applause – regular values awards, the organisational values themselves – To inspire, strive for excellence, demonstrate integrity, show respect and to innovate – which are, along with the strategic objectives, woven into all aspects of MKCG. Along with channels and words – people are involved through the variety of networks, the EDI manager, EDI link governor and the overall support from the strategic leadership team and different areas to ensure the EDI work continues, is resourced and impact and outputs are captured.

The Equality, Diversity and Inclusion Calendar 2022 – a project that has been in place for the past few years, which involved the learners

in custody producing the artwork. This project has been widened to include all learners. The artwork, poems and stories representing each month are carefully selected and show creativity from learners across the group. Staff discussed how the calendar is used by catering staff to plan meals around different cultural and religious festivals highlighted in the calendar. Alongside this are many other examples of effective communications - #FollowYourVoice campaign, #FEVoices webinars to name a few. During interviews the Executive for Marketing talked about how they had improved their marketing material in many ways and one example is adding subtitles to website videos – demonstrating that work is being progressed, improvements made, and MKCG at the highest levels is listening to continue striving for excellence.

Notably, further work is planned to increase PR activity to communicate EDI related announcements and topics relating to FREDIE values, including news releases, thought leadership pieces and press interviews.

Summary of Impact

Not all learners and staff are aware of what MKCG is doing to further embed EDI and FREDIE within the group, not all staff feel they are treated fairly, not all students feel EDI is included in their lessons – indicating there is more to do to help individuals understand when anything is linked to EDI explicitly and to create more opportunities to both discuss and progress it

Quotes

“There are posters around the college – little inspirations for EDI and speaking out.” Staff interviews

“We had an Eid lunch and a Pride event which we had a lot of access to and emails were sent out about them. I also find Microsoft sway useful with events on it - like a newsletter with info on what's happened in college, future events, and mental health information.” Staff interviews

Recommendations

1. Continue to develop and use strong FREDIE related comms internally and externally – using a variety of accessible channels, regularly.
2. Ensure there are mechanisms within communication to engage with the whole group consistently about FREDIE.
3. Share the outcomes and planned actions from the LiD process with Governors, all staff, students and external stakeholders.
4. Include FREDIE in team meetings/briefings/updates and one-to-ones to ensure there are regular opportunities to discuss, raise questions/concerns, get updates, embed/share any learning, celebrate and promote diversity.

Survey results by quartile

Question	Upper		Median			Lower	
Q3. Are you aware of any plans to improve Fairness, Respect, Equality, Diversity, Inclusion & Engagement (FREDIE) in your organisation? (Response of Yes)						46	
Q4. Has your team or department discussed the advantages of having diversity within your organisation? (Response of Yes)						62.9	
Q27. Do you feel that your organisation encourages you to consider FREDIE in your daily routine? (Response of Agree)					84.3		
Q29. Has your manager made it clear that they are committed to improving practices around FREDIE? (Response of Yes)						65.8	
Q43. Is your organisation effective in sending out strong and consistent messages of your commitment to EDI to Board Members, colleagues and the people that buy or benefit from your services?						73	



Overall result for Destination 10

Partially Achieved

Destination 11 - Effective Leadership

Summary of approach

Several actions, initiatives and investment activities have taken place to ensure the leadership within MKCG is effective when leading on FREDIE in particular. Examples of some of this work are shared here along with some of their strengths and challenges.

The SLT has been expanded to include more key staff that are not part of the traditional SLT group. The aim was to bring in expertise and insights that would not normally be present to enable the Group to make more inclusive decisions and feel more representative. The new group has been renamed the Strategic Leadership Group and usefully includes the EDI manager.

Interestingly 100% of the leaders who responded in the Leaders Survey – indicated “Everybody is responsible for FREDIE within their organisation” while only approximately 35% indicated they “communicated their commitment to FREDIE everyday”, 92% indicated “they lead FREDIE effectively and the same percentage indicated they “had sufficient knowledge and confidence to enable them to ask challenging questions about FREDIE in their department”. 54% indicated “FREDIE is measured in appraisals/performance reviews with their staff” and 33% estimated they spent less than 10% of their day on FREDIE related activities.

Examples of effective leadership include executive leaders sponsoring the networks, the networks themselves, the new fairer futures strategy – with FREDIE at the heart of it, the Equality Strategy

Review Group, the Equality Strategy Action Plan (replaced Single Equality Scheme), the introduction of 360’s including EDI and systems such as Peakon.

Summary of Impact

Through interviews and survey comments, its clear leaders understand a lot about FREDIE, are very committed to it and want to embed it within the organisation through a variety of strategic and operational avenues. However, there perhaps is a need to feel more confident in themselves to be able to fully lead, own and progress FREDIE within their own areas and to recognise that explicitly or implicitly every interaction, work, and their whole day in some way impacts on the progress of FREDIE and the inclusivity of the culture at MKCG. From interviews and the survey comments there are strong indications that continued investment, development, actions, and discussions are helping with confidence, commitment, and competence in this area for all the leaders and this can be made more explicit in daily tasks and interactions.

Quotes

“Several capital projects in which inclusion and belonging have been key success criteria. I have challenged consultants and colleagues to explain how the designs are different because of these criteria. I have insisted inclusion is planned in through having early discussions with specialist groups and diverse users, not by

designing something and then presenting the design to those groups” Leader’s survey

“Working with our Equality, Diversity and Inclusion Manager to develop our Equality Impact Assessment Tool Supporting the development of Equality Assessment (leading to full EIAs) on all strategic risks detailed within the MK College Group Strategic Risk Register and driving compliance from all Risk Group Members Executive Sponsor for the Disability Employee Network and working with the Chair to develop this (including analysis of data) Regular review and analysis of student Equalities data and the development and monitoring of actions to close achievement gaps” Leader’s survey

Recommendations

The following suggested recommendations have been made to support your ongoing FREDIE journey:

1. Leaders to continue regularly communicating their commitment to and benefits of FREDIE – linking to wider strategic objectives, plans and daily operations. Demonstrating their understanding and commitment.
2. Leaders to have FREDIE related objectives included in their own appraisals/PDP’s and support their staff and colleagues to do the same – to help the organisation model and embed this approach.
3. Continue connecting the campus and prison services leaders and staff – to ensure the same approach to FREDIE across the group, including resources, action plans, roles, rewards and training access.

Survey results by quartile

Question	Upper		Median			Lower	
Leaders survey Q5. Do you engage in inclusive decision making?				96.2			
Leaders survey Q6. Do you lead on FREDIE in a hands-on way?		92.3					
Leaders survey Q8. Do you have sufficient knowledge and confidence to enable you to ask challenging questions about FREDIE in your department?			92.3				
Leaders survey Q13. Do current FREDIE policies positively set high expectations of good practice around FREDIE?			92				
Leaders survey Q14. Do the current FREDIE policies positively influence people's behaviour?					76		
Leaders survey Q15. Is FREDIE measured in your appraisal/performance reviews with your staff?			54.2				
Leaders survey Q17. Is your organisation developing a pool of talented people to lead on FREDIE?	100						
Leaders survey Q18. Is FREDIE embedded in your recruitment practices?		91.7					
Leaders survey Q22. Do you think you as a leader are a positive role model for FREDIE practices?	100						



Overall result for Destination 11 Achieved

Destination 12 - Conscious competence

Summary of approach

Leaders at MKCG are becoming more consciously competent in their understanding about and leading on FREDIE. There has been a lot of investment, development and focus on FREDIE within the Strategic Leadership Group (including expanding the group and renaming to be more inclusive and diverse) – that then led to the development and production of the latest 5-year strategy. Additionally, there has also been a focus on the board of Governors – focusing on recruiting inclusively and engaging them in EDI more regularly.

Leaders at MKCG are involved with FREDIE related activities in a variety of ways – from participating in a range of EDI training, setting the vision, recruiting an EDI Manager, including EDI in the strategy, keeping EDI on the agenda, building on the established ESRG, the CEO making a Black Lives Matter statement, supporting International Women’s Day activities, supporting staff, students and the community during the pandemic, and encouraging set up of and sponsoring networks.

Much work being undertaken in this area to become more competent and confident – going forward it would be useful to see how individual leaders take responsibility for and are accountable for FREDIE within their own areas of work or areas they are passionate about to get a sense of them individually as well as an effective group. It would also be useful to see how they are empowering others across their teams to lead on FREDIE. The

Leaders’ survey indicates that the leaders who completed it, are fairly well-informed on what is in place, or taking place and planned around FREDIE but there are some areas they feel less knowledgeable and confident in, which can be explored to continue building knowledge, skills, and confidence. It should be noted that there is a positive starting point for Leaders to build on.

One of the key areas to continue working on is the bringing together, communicating, and providing equal resources and access to the prisons service and the campus – so they feel on a par and part of the same organisation. Another area is general communication and engagement / discussions, as leaders see themselves as positive role models and so do many staff – but continuing to enable and listen to staff to understand, participate in, involve, and lead on FREDIE – would help staff perceptions of leaders as improving in their overall leadership of FREDIE.

Summary of Impact

The culture at MKCG is working towards becoming more inclusive, fairer, and equitable for its people – staff, students, leaders, community, and stakeholders through strategic and operational activities and positive role model behaviours. However, with the continuing growth of the important role MKCG plays, the challenges it faces, and a new CEO being appointed – it is even more important to maintain and build on the positive progress achieved by focusing on FREDIE.

Quotes

“The 19 prisons contracts in place, 11 of them in high security estates. These learners are some of the most unrecognised – they are sex offenders, murderers, etc but there is no judgement, all are encouraged to partake in education even if they are not released for 20-30 years. FREDIE meets a lot of our aims and work in our prisons.” Staff interviews

“We listen to the student voice and act on it” Staff interviews

“SLT at MKC work hard to be visible, approachable and I can see the difference they're trying to make with the people strategy, and they invest in staff. MKC college’ culture compared to previous education provider in prison who talked the talk, but MKC walk the talk. They are trying to create a more inclusive environment.” Staff interviews

Survey results by quartile

Question	Upper		Median			Lower	
Leaders survey Q3. Who is responsible for FREDIE within your organisation? (Answer – Everybody)	100						
Leaders survey Q4. Do you have a detailed knowledge, with facts and figures, about the importance of FREDIE to your core business?					61.5		
Leaders survey Q7. How often do you communicate your commitment to FREDIE? (Everyday)					34.6		
Leaders survey Q9. You are a role model to your colleagues in terms of FREDIE?	100						
Leaders survey Q12. Do you think that you lead FREDIE effectively?			91.7				

Recommendations

The following suggested recommendations have been made to support your ongoing FREDIE journey:

1. Leaders continue with own personal development in FREDIE and leading in FREDIE visibly and with personal commitment.
2. Continue resourcing and supporting initiatives, monitoring and actioning any gaps identified re FREDIE through data analysis, self-awareness and regular qualitative feedback.
3. Build on the understanding and familiarity with the core elements of the Equality Act 2010, the General Duty, its 3 aims and the implications for MKCG and examples of where it can be demonstrated in day-to-day work.
4. Continue the excellent leadership, self-reflection and role modelling currently in place to empower all staff to participate in and understand FREDIE.

Leaders survey Q13. Do current FREDIE policies positively set high expectations of good practice around FREDIE?			92				
Leaders survey Q14. Do the current FREDIE policies positively influence people's behaviour?					76		
Leaders survey Q23. Have you been involved in an Equality Analysis over the last 12 months?			54.2				
Leaders survey Q35. Are any 'positive action' practices in place in your organisation?				45.8			
Leaders survey Q37. Is your organisation subject to the General Duty established in the Equality Act 2010?			95.7				
Leaders survey Q38. Are you familiar with the General Equality Duty as contained within the Equality Act 2010?					52.4		
Leaders survey Q39. Would you feel confident describing the requirements of the General Equality Duty to a friend or colleague?					47.6		
Leaders survey Q40. Do you know what the 3 aims or arms of the General Equality Duty are?					52.4		
Leaders survey Q41. The Equality Act 2010 creates a duty to advance equality of opportunity between different groups. Are you aware of any practices within the organisation that meet this duty?					66.7		
Leaders survey Q42. The Equality Act 2010 creates a duty to foster good relations between different groups. Are you aware of any practices within the organisation that meet this duty?			85.7				
Leaders survey Q43. The Equality Act 2010 creates a duty to eliminate unlawful discrimination, harassment and victimisation. Are you aware of any practices within the organisation that meet this duty?			85.7				



Overall result for Destination 12

Achieved

Destination 13 - External leadership

Summary of approach

MKCG has made it clear in its strategic aims that it wants to “develop meaningful partnerships to grow our influence and create opportunities”. There are a few examples I could include here but the CEO described how one of her proudest achievements has been the securing of £28 million to build a brand-new educational institution – the South-Central Institute of Technology.

The CEO led the development of a partnership bid, led by MKCG, into a national competition run by the DfE. Following the publication of the Government’s productivity plan in 2015 in which the creation of a network of prestigious Institutes of technology was announced she worked with leading employers to develop a proposal to tackle the poor skills outcomes in Milton Keynes and build on the legacy of the Bletchley Park codebreakers to create an IoT focussing on digital skills. *“In 2018 we submitted a bid to create a cutting-edge community of digital visionaries and technical pioneers, rooted in the legacy of Bletchley Park, inspired by the team of heroic women and men who innovated to change history. Our bid was in partnership with market leading companies including Microsoft, KPMG, McAfee and critically based on a core purpose to engage the widest communities, designed to be inclusive, designed to challenge inequality and designed to inspire. We were successful in our bid and became one of 12 partnerships to create these new institutions. We are co-creating an IoT with its main campus in Bletchley, and spokes in Reading and Oxford. Each campus is located in the heart of areas*

with poor education outcomes and high deprivation. Our recruitment targets are explicitly focussed on underrepresented groups, to create a more diverse talent-pipeline for the digital workforce. The Reading campus is open, Oxford will be fully open in September and the Bletchley Campus will open fully in April. The design of the buildings has inclusion and belonging as core principles, and we have changed how we recruit staff to attract a more diverse workforce as well as redesigned the student experience to attract a more diverse student cohort. The big difference is how we work with employers to benefit from their expertise in inclusion and to create a completely different student experience so that they become socially responsible, knowledgeable, and skilled in their disciplines, effective communicators and team members, values-led active citizens.”

This is a great example of MKCG’s external leadership, at a strategic level, actively trying to change the skills landscape to create opportunities, remove barriers to inclusion and bringing employers and other partners on the journey.

Summary of Impact

Communication can still be improved based on the external and leaders survey results, however, the achievement outlined by the current CEO could potentially have a very big impact on skills, employment, the community and inclusion.

Quotes

“We are a brewery that supplies beer to the Brasserie restaurant at Milton Keynes College Bletchley campus. All staff and students have always been very respectful, nice, and polite any time I have delivered.” External stakeholder survey

“We need to build in more of FREDIE into our supplier checks, modern slavery policy and find out from partners what are their values – are they the same as ours?” Staff interviews

Recommendations

The following suggested recommendations have been made to support your ongoing FREDIE journey:

1. Monitor and action to improve diversity performance of suppliers.
2. Review and continue to include FREDIE in current and any planned processes for procurement/tendering.
3. Continue sharing MKCG’s commitment to, progress in and development of inclusive leadership in FREDIE externally and communicate your expectations of stakeholders in this area.

Survey results by quartile

Question	Upper (%)		Median (%)			Lower (%)	
Leaders survey Q20. Does your organisation monitor the diversity performance of your suppliers? (Yes)					8.3		
Leaders survey Q31. Do you provide your communications and marketing materials in different formats in order to respond to the diversity of the market?		75					
Leaders survey Q32. Does your marketing strategy acknowledge that marketing and advertising must offer alternative ways of communicating to diverse groups, and have a mix of different communication methods and channels in order to reach people in these groups?			79.2				



Overall result for Destination 13

Achieved